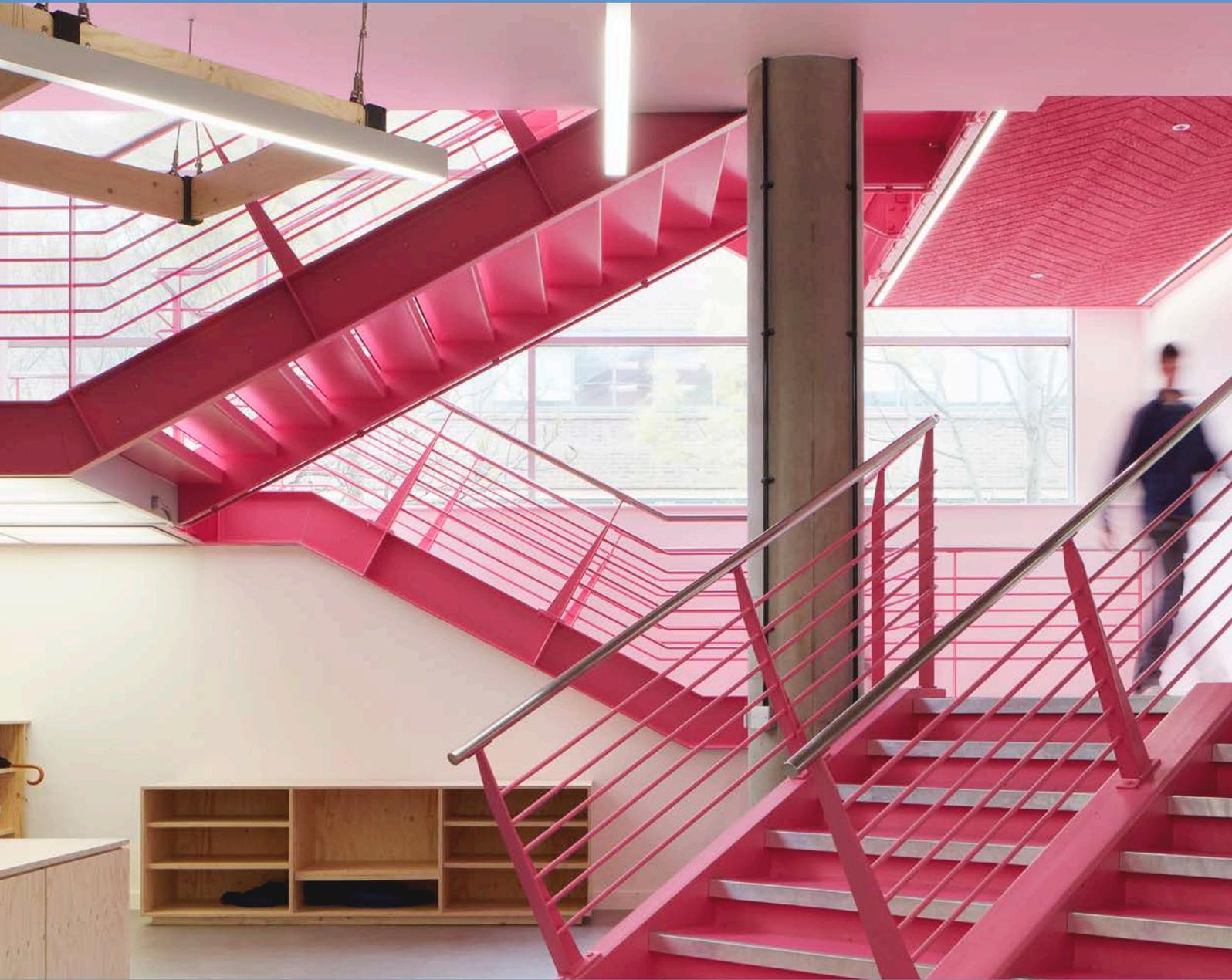


UNIVERSITY OF
LEADING
THE WAY
WESTMINSTER 



APPOINTMENT OF
HEAD OF SCHOOL,
WESTMINSTER
SCHOOL OF ARTS

WELCOME FROM THE HEAD OF COLLEGE

PROFESSOR JANET JONES



We are delighted you are interested in joining the University of Westminster and hope that this brief note inspires you further to become a key part of our leadership team.

- Westminster has a long and distinctive history. From its roots in 1838 as the world's first Polytechnic, we have grown to support over 21,000 students providing an environment, culture and education that supports a hugely diverse and international community of students. We have much, both past and present, to be proud of, and education remains our central purpose.
- Our character also comes from our base in the heart of London, with all the vitality, edge and connectivity that it brings. These interactions add energy and perspective to our work, forming relationships and opportunities for all our students and colleagues.
- We enjoy, and continue to host, many events and debates in the arts, politics, science, business and law, opening our doors to welcome our local community and visitors from across the UK and the world.
- Values of compassion and inclusivity are shared by all of us as students and colleagues, and we push boundaries in ways that are underpinned by the respect and compassion of a truly inclusive organisation.
- Our mission is to transform the lives of all learners from all backgrounds. We seek to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours seeking to tackle social inequalities. In 2021, our University ranked 2nd in England out of more than 100 higher education institutions for social mobility.
- We seek a Head of School to lead our prestigious Westminster School of Arts who can bring inspirational leadership to nurture creative, critical and professional excellence, embrace and explore the digital and technological transformation the multi-disciplinary College of Design Creative and Digital Industries. We are keen to identify candidates who will work collaboratively with colleagues across the College and the University and student body with leadership and direction keeping the student experience and wellbeing at the heart of their work.
- We would be delighted to hear from those who share our ambition, energy and commitment; who understand what it takes to lead an world leading School of Arts and who looks forwards and outwards,

**Professor Janet Jones, Head of College,
Design Creative and Digital Industries**

OUR UNIVERSITY ABOUT US

Our teaching is practical, relevant and contemporary. Our research has impact in the world, is internationally recognized, and informs our teaching. We are progressive and questioning. Many of our achievements are ground-breaking and our spirit reflects our location at the heart of a world city which is home to diverse communities and which has global reach. The College of Design Creative and Digital Industries has students spread across four main campuses at Regent Street, Marylebone, Cavendish Street and Harrow. Each campus offers state-of-the-art facilities.

Our University is financially strong; we are respected as leaders in research and engagement with industry, employers and professions. We are a UK university that pays a leading and unique role in helping students from different backgrounds, communities and groups from all around the world realise their full potential. We are a high-performing learning organisation and a community of educational endeavour where individuals, students and colleagues are able and encouraged to pursue what they love.

The University of Westminster has three priorities.

WELLBEING

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

INCLUSION

All Westminster, colleagues and students are in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated. As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.

SUSTAINABLE DEVELOPMENT

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions and activities and governance across our University. As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world. We are one of the top 20 universities in the world in SDG 5 for providing equal access and supporting the academic progression of women. We are one of the top 25 universities in the world in SDG 10 tackling economic, health based and international inequalities. We are in the top 50 universities in SDG 12 for promoting resource and energy efficiency, having a sustainable infrastructure, and providing access to basic services for all.

OUR OBJECTIVES

Against a backdrop of a changing and challenging higher education environment, the University has recently completed a major review of its objectives and strategy, and has published its commitments for the period 2022-29.

EDUCATION

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio. We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider world through live projects, work-based learning and global opportunities.

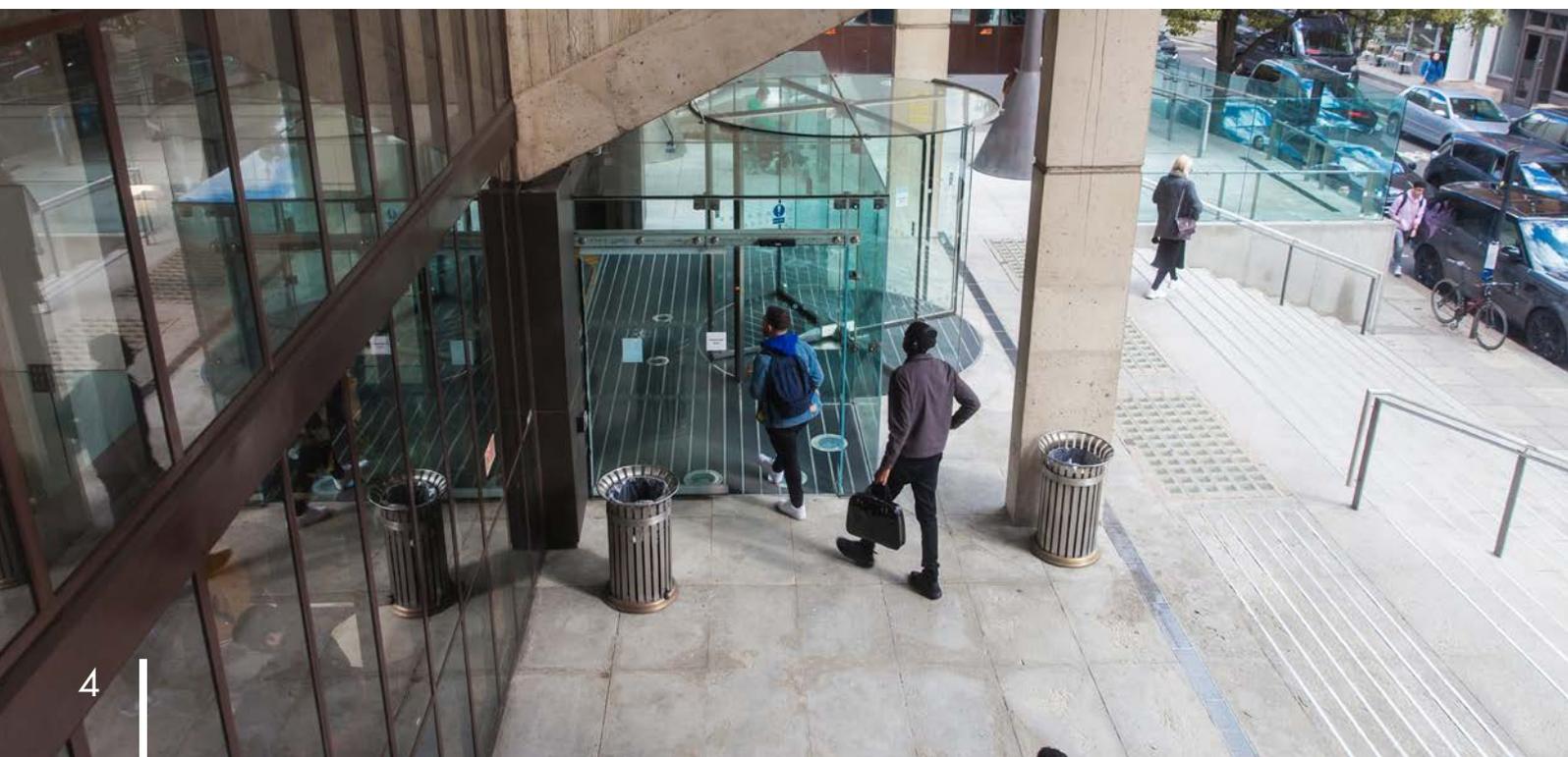
We will invest in our people to enable all teaching colleagues to plan and deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.

RESEARCH AND KNOWLEDGE EXCHANGE

Research and knowledge exchange are fundamental to our commitment to making a positive difference to the world and transforming lives. We are committed to research in four priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector-leading and the foundation for great careers. In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose.

EMPLOYABILITY

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable



OUR OBJECTIVES

the best possible employability outcomes. We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues.

A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, designed to transform our student experience and our engagement with business, industry and employers. The Centre will provide a home from which undergraduate and postgraduate students from across Westminster will come together and engage with enterprise; develop an entrepreneurial mindset and skills; access training, work, projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to engage

effectively with post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

GLOBAL ENGAGEMENT

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Overseas partnerships will remain central to our global engagements. We will prioritise the outward mobility of our students to partner institutions, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.



OUR ACADEMIC STRUCTURE

ACADEMIC STRUCTURE

Our structure is built to deliver an enhanced learning environment, stronger and broader industrial, international and professional connections and pioneering and impactful research. The University comprises three Colleges:

Design, Creative and Digital Industries (Marylebone, Harrow and Cavendish)

- School of Architecture and Cities
- Westminster School of Arts
- School of Computer Science and Engineering
- Westminster School of Media and Communications

Westminster Business School (Marylebone)

- School of Organisations, Economy and Society
- School of Finance and Accounting
- School of Applied Management
- School of Management and Marketing

Liberal Arts and Sciences (Regent and Cavendish)

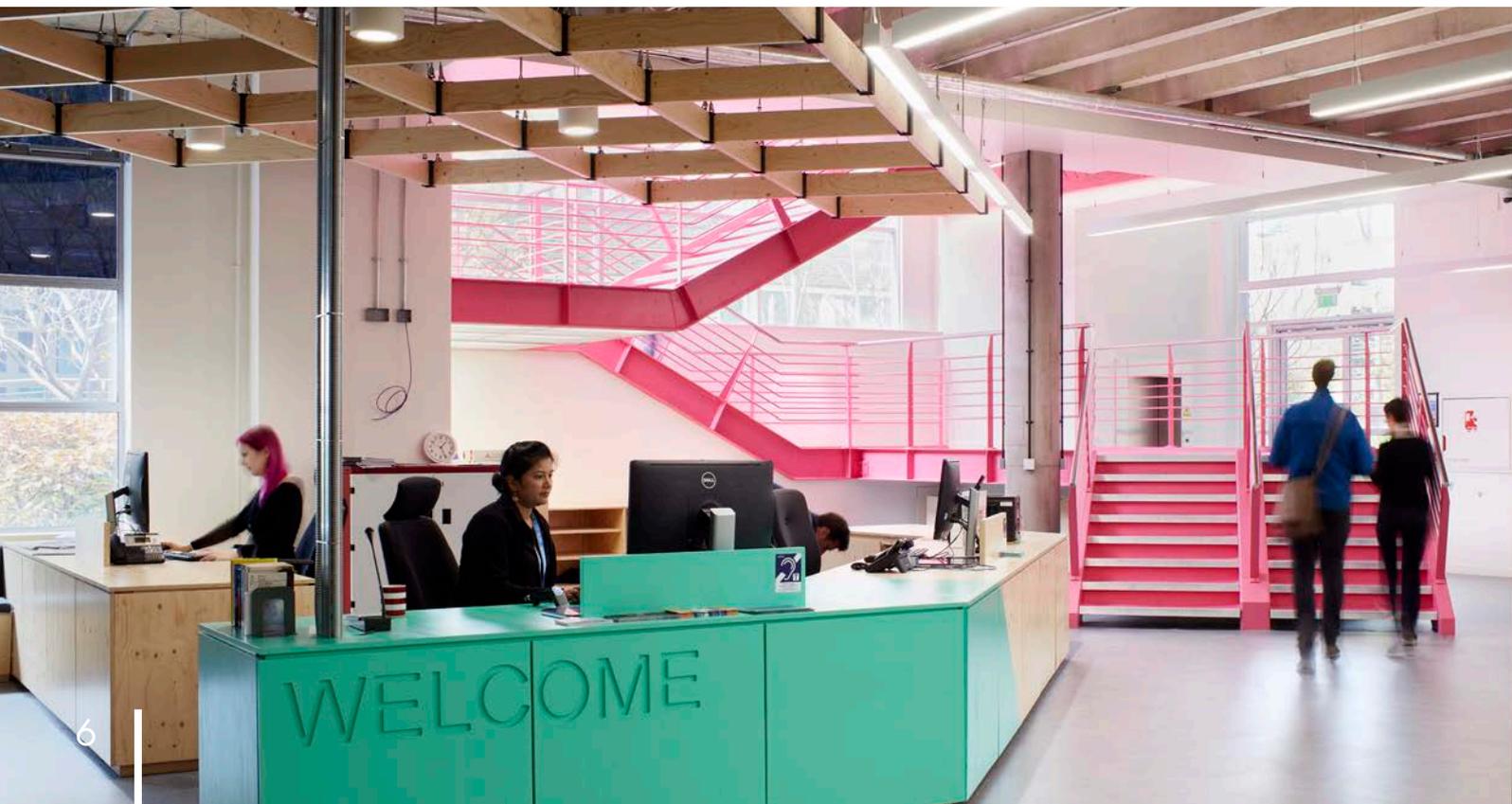
- School of Social Sciences
- Westminster Law School
- School of Humanities
- School of Life Sciences

The University Executive Board comprises the Vice-Chancellor and President, Deputy Vice-Chancellor (Employability and Global Engagement), Deputy Vice-Chancellor (Education), University Secretary and Chief Operating Officer and the three Heads of College.

Professional Services

Our Professional Services teams support the effective and professional delivery of our teaching, research and knowledge exchange and the management of student residences and sports facilities.

- Academic Registry
- Global Recruitment & Admissions
- Finance
- Human Resources, Organisational Development and Well-being
- Strategic Planning and Performance
- Marketing and Communications
- Estates Planning and Services
- Information Systems and Support
- Student & Academic Services



OUR COLLEGE

THE COLLEGE OF DESIGN, CREATIVE AND DIGITAL INDUSTRIES

The College of Design, Creative and Digital Industries (DCDI) brings together, under one umbrella, academic programmes, research activity and enterprise across the subject areas of Media, Arts and Design, Architecture and Technology. Established in 2018, DCDI was created recognising the convergence between technological development and the creative industries and the need to equip our graduates with the confidence to build their own portfolios and enterprises as well as exploring traditional career routes

The College is made up of four distinct schools located over three campuses. The School of Architecture and Cities is based at our Marylebone Road campus, The School of Computer Science and Engineering operates from our campus on New Cavendish Street, and the Westminster School of Arts, and Westminster School of Media and Communications operate predominantly at our Harrow campus. Practice-led and research-informed, we create, anticipate and analyse the potential of emerging trends and technology and influence the agenda through developing new avenues of academic research and innovative practice.

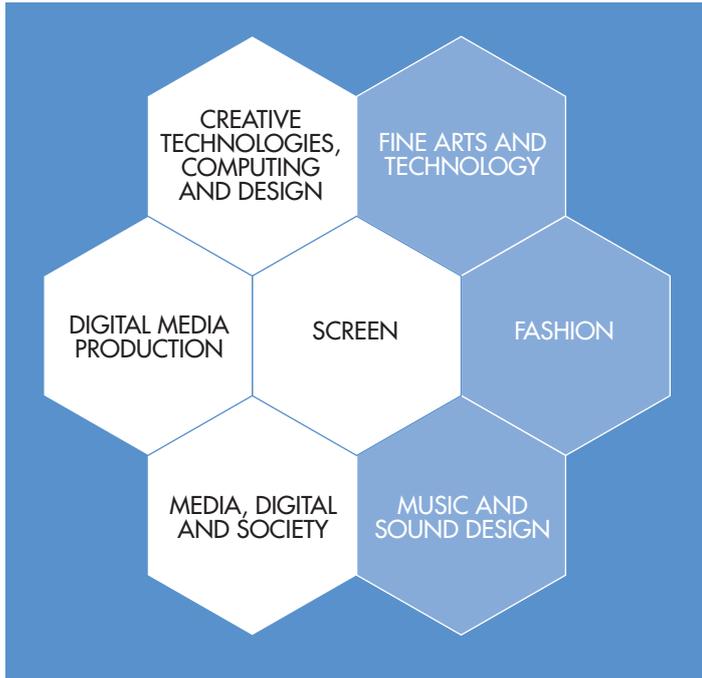
DCDI works closely and in dialogue with professional bodies and employers, industry and businesses, as well as statutory bodies and the third sector, to shape our programmes, connect our students and to inform and influence the creative industries, impact the digital economy and contribute to the well-being of people and society.

Our facilities include cutting edge studios, workshops, laboratories and collaborative space within which to explore, experiment, design build and create. Many of our academic colleagues are professional practitioners, and our researchers produce internationally excellent and world leading outputs that generate significant impact.



WESTMINSTER SCHOOL OF ARTS

The Westminster School of Arts is twinned with the Westminster School of Media and Communications. The Schools work together to foster an interdisciplinary arts and media student experience under these subject headings.



FASHION

Brands a significant selective disciplinary grouping supporting cognate areas including fashion photography, fashion technologies and fashion industries.

FINE ARTS AND TECHNOLOGY

Draws together cognate areas focused on arts practices, advanced technologies and traditional studio practices alongside contemporary media practices.

MUSIC AND SOUND DESIGN

Cognate programmes focus on music in broadcast and cultural forms, with room for expansion in areas such as urban and ethnically marginalised music making and sound design. Contributes to Film and TV, animation and Games Production.

- Fine Art Mixed Media BA
- Photography BA
- Photography Arts MA
- Documentary Photography MA
- Art and Visual Culture MA
- Creative Practice MRes
- Contemporary Media Practice BA
- Fashion Design BA
- Fashion Marketing and Promotion BA
- Fashion Business Management BA
- Menswear MA
- Fashion Business Management MA
- Music Production, Performance and Enterprise BA BMus
- Creative Music Production and Business BA
- Music Business Management MA
- Live Music Management MA
- Music Audio Production MA



WESTMINSTER SCHOOL OF MEDIA AND COMMUNICATIONS

The Westminster School of Media and Communications is The Westminster School of Arts sister School at Harrow comprising of:

CREATIVE TECHNOLOGIES, COMPUTING AND DESIGN

Maximises cognate strengths in design and illustration and aligns with emerging programmes in digital and games design, and computer games. Offers substantial contributions to creative digital programme making.

DIGITAL MEDIA PRODUCTION

Focusses on digital and multi-media production and practices with potential for growth through further collaborations between digital computing and arts, media and communication subjects.

MEDIA, DIGITAL AND SOCIETY

With a strong postgraduate and international focus this grouping delivers courses in organisational management and entrepreneurialism, also developing media and cultural studies as refracted through social

sciences perspectives, with increasing focus on AI, data and beyond digital. Further potential for short courses, and for 3+1s.

SCREEN

With an excellent international reputation, this area draws together cognate screen practices enabling cross-disciplinary engagement and co-location of media production and distribution.

The Communication and Media Research Institute (CAMRI) is a world-leading centre in the study of media and communication and renowned for its critical and international research. CAMRI is situated in the School of Media and Communications.



JOB DESCRIPTION

Job Title: Head of Westminster School of Arts
Reports to: Pro Vice-Chancellor,
Head of College

ROLE PURPOSE

The Head of School is responsible for the academic development, strategic direction, management of resources and the financial, TEF, REF and KEF performance of the School. As a key member of the College Executive Group, the Head of School also contributes to the strategic direction and management of WBS by sharing expertise, ideas, resources and leadership skills to collectively achieve WBS outcomes. As a senior leader in the University, the Head of School also has a role to play in contributing to the University's overall effectiveness by proactively improving cross-School and cross-College communication, planning, collaboration and team-work.



JOB DESCRIPTION

PRINCIPAL ACCOUNTABILITIES

STUDENT EXPERIENCE AND OUTCOMES

The Head of School is accountable for the performance, quality and management of all courses delivered by the School, in line with University and other relevant standards and regulations. In the context of highly diverse and inclusive student communities, the Head of School is also accountable for the quality of the student experience and the quality of graduate outcomes. In collaboration with the Associate Head of College (Education and Students), the Head of School is responsible for achieving the following:

- Above-benchmark TEF outcomes (particularly completion, continuation and the student experience)
- Minimum awarding gaps between students from different backgrounds
- Above-benchmark progression in terms of professional and managerial employment outcomes.

FINANCIAL PERFORMANCE

The Head of School is accountable for the financial contribution of the School, based on annual contribution targets agreed for each College by the University Executive Board. This requires the effective management of people, resources, budgets and facilities in a complex environment.

WORKFORCE PLANNING AND PERFORMANCE

The Head of School ensures that the School has the right number of colleagues and an appropriate balance of skills to deliver the School's objectives. The Head of School is accountable for the management and performance of those colleagues in the School, realigning the capability of the workforce to succeed and continue to develop in the new hybrid delivery environment.

PROFESSIONAL DEVELOPMENT OF COLLEAGUES

The Head of School, in collaboration with the Assistant Heads of School, is responsible for the recruitment and development of academic staff, the allocation of workloads and the monitoring of colleague performance against clear and equitable standards and University policies. The Head of School ensures that an annual professional development review process is in place for all colleagues and that appropriate training and development is delivered to allow all colleagues to deliver excellence in teaching, research and knowledge exchange.

EFFECTIVE LEADERSHIP OF SCHOOL COMMUNITY

The Head of School is accountable for the quality of the working environment created within the School,



JOB DESCRIPTION

and particularly for promoting the University's compassionate, progressive and responsible values. Through effective communication and leadership, the Head of School is responsible for developing a positive, engaged and inspiring culture and an environment of trust, transparency, collaboration and mutual respect. The Head of School is required to deliver the University's commitments towards equity and inclusivity, without racism and harassment for students and colleagues.

PROGRAMME INNOVATION AND DEVELOPMENT

In collaboration with the Associate Head of College (Education and Students), the Head of School is responsible for the continual development of an undergraduate and postgraduate portfolio that is innovative and delivers sustainable income for the School. The Head of School, in collaboration with the Associate Head of College (External Relations), also identifies opportunities for short courses and external partnerships with employers, professional bodies and other Universities, to support the growth in School income.

PROMOTION OF RESEARCH AND KNOWLEDGE EXCHANGE

In collaboration with the College Director of Research and Knowledge Exchange, the Head of School promotes and facilitates the work of research-active and KE-active colleagues in the School so as to support the work of the University's Research Communities and the University's REF, KEF, quality and income KPIs.

CROSS-SCHOOL / CROSS-COLLEGE ROLE

The Head of School is expected to take an active and effective role in College and University-wide strategic and operational development. This includes participation in pan-University Committees. The Head of School will also lead on a defined and delegated cross-School or cross-College initiative, where the individual's knowledge, skills and capabilities can improve outcomes for the University. This initiative would typically be commissioned by UEB to support an identified strategic imperative: for example, an aspect of strategic innovation, cultural change, interdisciplinary collaboration or international development.



PROFESSIONAL COMPLIANCE

The Head of School will apply appropriate strategies to demonstrate success in the Higher Education regulatory environment, including responding to the OfS, consumer law requirements and evidencing positive societal impact. The Head of School will ensure adherence to agreed University and, where appropriate, professional body requirements for all academic programmes developed and delivered by members of the School, the maintenance of professional standards in teaching, research, short courses and consultancy work, and the maintenance of effective relationships with existing and potential students.

REPRESENTATION

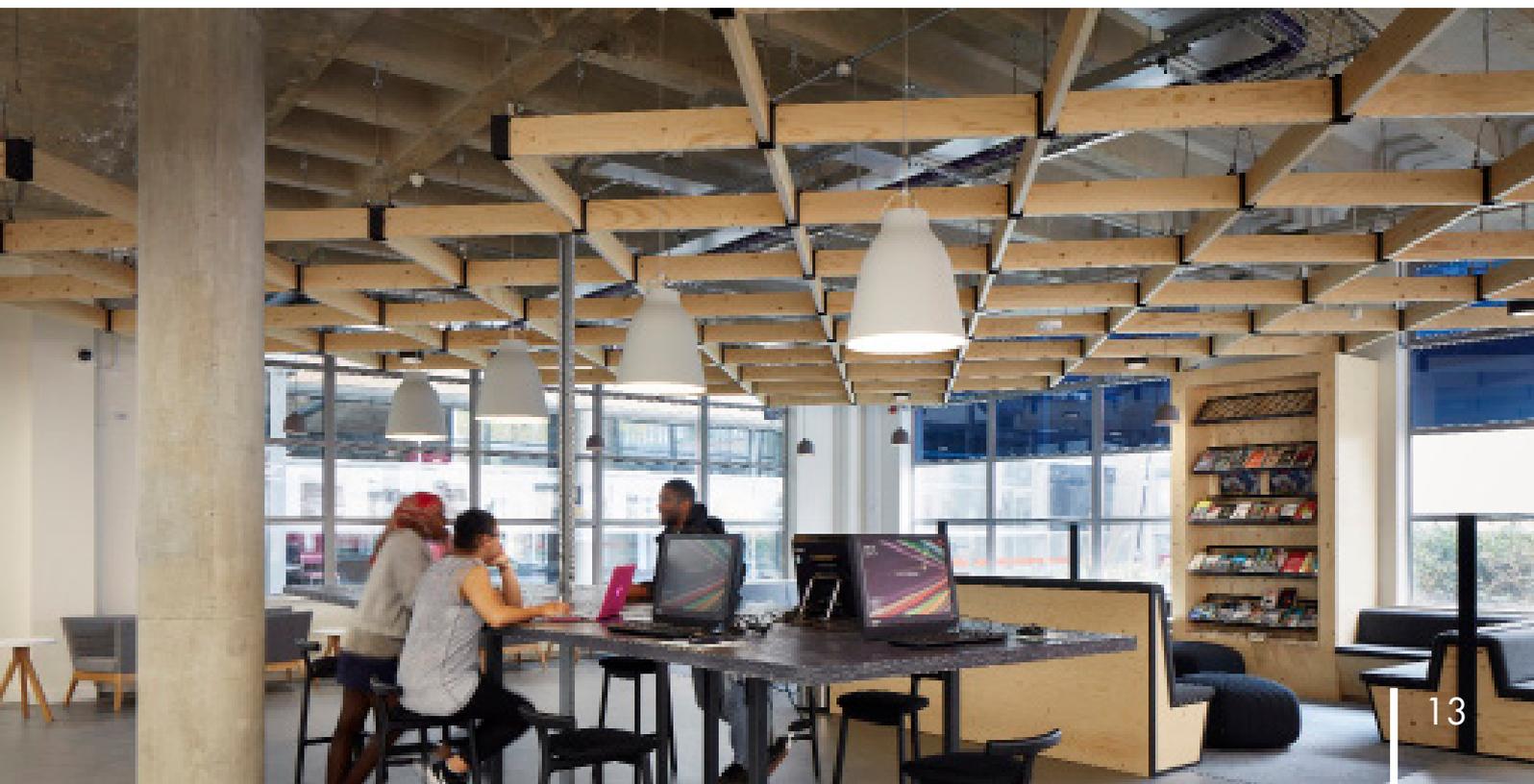
The Head of School will undertake representational duties as required on behalf of the School, College and University. This will include establishing and actively maintaining relationships with professional bodies, other HEIs and other external organisations. The Head of School will promote the reputation and work of the University in all of the communities it serves, both nationally and internationally.

In addition, the Head of School is required to maintain active engagement with their discipline and to develop as a leader in their academic field.

The Head of School will also carry out any other University responsibilities as may reasonably be required by the PVC Head of College from time to time.

The accountabilities noted above, describe the generic expectations of a Head of School at the University of Westminster from August 2022. In the specific context of the Westminster School of Arts, we would highlight areas of immediate focus. We are particularly seeking an energetic and ambitious leader who can:

- Motivate and inspire a diverse team of faculty to deliver an excellent student experience.
- Diversify student intake and invest in external partnerships
- Deliver improved student outcomes in terms of completion, attainment, continuation and employment progression;
- Continue the innovation in, and expansion of, market-leading programmes, which may include increased hybrid or online courses;
- Deliver enhanced impact and increased income from research and knowledge exchange.



JOB DESCRIPTION

SUPPORT AND RELATIONSHIPS

The Head of School is supported by a School Executive Group, Course Leaders and Professional Services colleagues. As part of the College Executive Group (CEG), the Head of School must ensure effective collaborative working with other senior College roles including the Associate Head of College (External Relations), the Associate Head of College (Education and Students), the Director of Research and Knowledge Exchange and the Director of College Operations. In addition, as part of CEG, the Head of School works closely with the College Finance Partner, College HR Partner and the College Marketing Partner.

The University operates a devolved management structure. Each College and School is responsible for the development and implementation of business and strategic plans to ensure that they deliver on their KPIs in teaching, research and knowledge exchange and their target financial contribution.

The Head of School has responsibility for the aspects of the College budget that are devolved to School level, including responsibility for monitoring and containing expenditure within the School cost centre. The exact balance between the Head of School's role, teaching, research and knowledge exchange is dependent on the size of the School and individual circumstances. However, Heads are expected to maintain active engagement with teaching and research where this can be done without undue negative impact on the leadership and management duties of the role.





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PERSON SPECIFICATION

QUALIFICATIONS

A first degree, higher degree and an established academic or professional reputation, including a strong record of research or professional practice in an area within the subjects covered by the College are essential. Senior membership of an appropriate professional body and a management qualification are desirable. The appointee must be committed to his/her ongoing professional development.

EXPERIENCE

An outstanding track record of personal achievement, research and/or practice in his/ her main discipline are essential, as well as significant experience of the line management of a department or staff group in a higher education institution and a good understanding of the issues affecting HE. This should include a track record of significant achievement in the following areas:

- Course and curriculum development and the development and introduction of improved methods of teaching and learning
- Development and management of effective quality assurance procedures
- Promotion of research, including the generation of income from sponsorship, research contracts and other sources
- Management of staff and staffing budgets, including the effective handling of appraisal and staff development activities
- Development of continuing professional development and knowledge exchange programmes in collaboration with business partners, industry and professional bodies, preferably including some international experience
- Developing business plans, budgets and project plans and successfully managing resources within them.

APTITUDE, ABILITIES AND PERSONAL QUALITIES

Essential qualities include:

- Leading change by championing the vision and supporting the people involved. Planning and putting in place the necessary resources and supporting systems, including monitoring and communications.
- Taking ownership and control and exercising leadership; initiating action and taking responsibility.
- Setting ambitious but realistic goals. Showing commitment to their own personal development and identifying development strategies needed to achieve work and career goals.
- Seeing and contributing to the big picture, showing the way forward so others understand what they must do to align their efforts to university-wide goals
- Providing direction, inspiring others and taking responsibility for contributing to and delivering results to achieve the University's vision/goals.



HOW TO APPLY

The University of Westminster will be supported in this appointment by executive search firm, Perrett Laver. For further information, and to apply, please visit [here](#) quoting reference number **5802**.

Applications should consist of a CV and a covering letter addressing the Person Specification and your motivation for applying.

The deadline for receipt of applications is 9.00AM (BST) on Monday 6 June 2022.

If you would like to discuss this opportunity further or have any questions about the role, please contact Research Associate, Benedict Olie at benedict.olie@perrettlaver.com or on **+44 (0)20 7340 6239**.

Longlisted candidates will be invited to meet online with representatives of Perrett Laver in weeks commencing 20 June and 27 June 2022. A final shortlist will then be taken forward to interview with the University on Monday 25th July 2022.

An appointment will be made subject to proof of eligibility to work in the UK and satisfactory references being obtained. The appointed candidate will be offered a salary at Level 6 that is commensurate with their experience and the seniority of their new role.

The University is currently under-represented with regards to gender and BAME within its senior roles and is actively promoting diversity in its workforce. They welcome applications from all sections of the community, particularly females and individuals from BAME backgrounds and those with disabilities.

The University offers a range of wellbeing and work-life balance benefits to recognise and reward the essential contribution our staff make to our success and growth. Our benefits are inclusive for staff of all backgrounds, including LGBT+ staff, disabled staff, pregnant staff, parents and carers, as well as staff of all genders, ages, ethnicities, nationalities, religion and beliefs, and marriage and civil partnership status.

CORE BENEFITS INCLUDE

- 35 days annual leave per year, plus bank/national holidays and University of Westminster closure days (pro-rata for part-time staff).
- A generous occupational pension scheme.
- Annual incremental progression and/or cost of living reviews.
- Generous maternity, paternity and adoption leave
- An option to subscribe to the Simply Health Cash plan, which covers private healthcare services and treatments.
- Reduced monthly and annual membership rates for a wide range of sporting facilities, including gyms at Regent Street and Harrow campuses, as well as the Chiswick Sports Ground.
- The opportunity to participate in other attractive employee benefit schemes such as Cycle to Work, Eye Care Vouchers, Season Ticket Loans, and Give As You Earn.







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